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County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION
LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

August 31, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

JUVENILE JUSTICE SYSTEM YOUTH – IDENTIFICATION OF KEY OUTCOMES, STRATEGIES, AND PERFORMANCE INDICATORS STATUS REPORT

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Office to work with the Chief Probationer Officer to:

1. Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
2. Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, promote efficiency and accountability; and
3. Provide a report in 30 days with semi-annual progress reports thereafter.

Due to the concurrent implementation of Evidence Based Practices (EBP) and the process involved to develop outcomes and indicators as identified below, additional time will be necessary to accomplish the above. We will work with Probation and provide your Board with a status report within 30 days.

Probation is utilizing the following process to develop and implement the expected outcomes and indicators, which requires the:

1. Establishment of a Departmental consensus on primary and intermediate outcomes;
2. Establishment of programmatic performance indicators that are linked to outcomes;
3. Determination of the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators;
4. Establishment of an existing baseline for each expected outcome and performance indicators; and
5. Establishment of standards and intermediate targets for each expected outcome and performance indicator, and target dates for beginning to report each one, based on when and how the underlying data will become available.

Probation anticipates reporting on Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007.

If you have any questions or need additional information please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at 213.893.2374.

WTF:SRH:RDC
RBT:JW:GS yjf

c: Executive Officer, Board of Supervisors
Chief Probation Officer



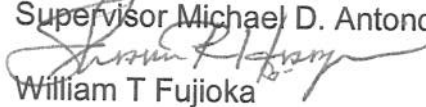
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WILLIAM T FUJIOKA
Chief Executive Officer

October 5, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: 
William T Fujioka
Chief Executive Officer

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MICHAEL D. ANTONOVICH
Fifth District

JUVENILE JUSTICE SYSTEM YOUTH – IDENTIFICATION OF KEY OUTCOMES, STRATEGIES, AND PERFORMANCE INDICATORS – SECOND STATUS REPORT

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Office to work with the Chief Probation Officer to:

- 1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
- 2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and
- 3) Provide a report within 30 days with semi-annual progress reports thereafter.

On August 31, 2007, we provided your Board with an initial status report and indicated that due to the concurrent implementation of EBP and the process involved in developing outcomes and indicators, additional time would be necessary to accomplish the above. We further indicated that we would work with Probation and provide your Board with another status report within 30 days.

Second Status Report Overview

This report covers strategies developed by Probation to achieve performance goals. To date, the following tasks are underway:

- I. Process defined to develop and implement expected outcomes and performance indicators.
- II. Strategic planning group established to review existing performance indicators and develop new ones to measure the effectiveness of services provided by specific initiatives and programs, such as Camp Redesign, the Camp Community Transition Program (CCTP), Juvenile Justice Crime Prevention Act (JJCPA) programs, Juvenile Field Supervision, and Juvenile Detention.
- III. Dashboard reporting system developed and implemented to provide Department management and supervisors with information to evaluate, on a monthly and ad hoc basis, the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices.
- IV. New directive prepared to include applicable outcomes and performance indicators in all future social services contracts between Probation and its community-based organizations (CBOs) or other County agencies providing such services to Probation youth.

I. Process to Develop and Implement Outcomes and Performance Indicators

As indicated in our initial status report, Probation is utilizing the following process to develop and implement the expected outcomes and performance indicators, which requires:

- Establishment of a Departmental consensus on primary and intermediate outcomes.
- Establishment of programmatic performance indicators that are linked to outcomes.
- Determination of the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators.
- Establishment of an existing baseline for each expected outcome and performance indicators.

- Establishment of standards and intermediate targets for each expected outcome and performance indicator, as well as target dates to report each one based on when and how the underlying data will become available.

The focus will be on key outcomes, strategies, and performance indicators to improve services for youth in the juvenile justice system, particularly those associated with Probation's EBP implementation. The following are the primary outcomes of Probation's EBP implementation and key definitions:

- ***Reduce recidivism among youth ordered to juvenile hall, camp, suitable placement, or home on probation*** – Recidivism for juveniles is defined as incurring another sustained 602 petition resulting in a higher sanction. Recidivism is typically measured 12-18 months after youth have been released from probation in general and custody in particular. Accordingly, Probation will utilize **intermediate outcomes** to measure the progress, or lack thereof, in the reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while youth are in juvenile camps, at home, or in placement in the community. Probation has developed 12-intermediate outcomes to measure completion of probation, educational achievement, and employment preparation.
- ***Strategies*** – Strategies include EBP and other interventions and services designed in accordance with EBP principles and targeting criteria under Probation's juvenile justice programs.
- ***Performance Indicators*** – Indicators will be used to measure and report the success, or lack thereof, in implementing the strategies, training juvenile probation staff, and assessing the fidelity of EBP interventions and services.

II. Establishment of Strategic Planning Work Group on Outcomes and Indicators

Probation has recently established a strategic planning work group to develop long term and intermediate outcomes for the juvenile justice system. Probation will be working closely with its partners, Los Angeles County Office of Education (LACOE), Department of Health Services' Juvenile Court Health Services (JCHS), and the Department of Mental Health (DMH), to ensure their services to probation youth are appropriately aligned to achieve expected outcomes.

Probation's strategic planning work group will also be reviewing existing performance indicators and developing new ones to measure the effectiveness of the following programs to ensure they are consistent with achieving long term and intermediate outcomes:

- **Camp Redesign Program** – Probation is developing three sets of performance indicators to measure and track the following aspects of the Camp Redesign implementation:
 - Delivery of EBP small group interventions as well as education, health and mental health services.
 - Implementation of the Camp Redesign process improvements (e.g., youth screening/assessment, camp assignment, orientation, internal classification, initial case planning, and aftercare planning).
 - Completion of EBP training by camp staff and fidelity assessment of the use of EBP staff skills and EBP interventions.
- **Camp Community Transition Program (CCTP)** – Probation will review existing and new performance indicators related to its intensive aftercare program as well as LACOE's implementation of AB 825; the 2005 State legislation that provides funding to support a camp-to-community transition of educational services.
- **Juvenile Justice Crime Prevention Act (JJCPA) Program** – Probation will review existing performance indicators that are part of the required annual JJCPA reporting to the California Correctional Standards Authority.
- **Juvenile Field Supervision Program** – Probation will review existing and new performance indicators that are used to measure and track the effectiveness of home on probation and placement programs for youth supervised in the community.
- **Juvenile Detention Program** – Probation will review existing and new performance indicators that have been developed to monitor implementation of improvements in the three juvenile halls under the Department of Justice Memorandum of Agreement.

Development and refinement of outcomes and performance indicators is a continuous, ongoing process. In the case of the Camp Redesign, Probation has developed four categories of performance indicators to report on:

- **Service Delivery** – referrals to and completion of EBP interventions as well as delivery of educational and mental health services.
- **Process Improvements** – improvements in the key elements of the Camp Redesign: youth screening and assessment, camp assignment and orientation, case planning, and aftercare planning and transition.
- **Staff Training** – completion of camp staff training in EBP staff skills and interventions.
- **Fidelity Assessment** – observation and assessment of the degree to which camp staff are applying EBP staff skills and running EBP small groups as trained.

As indicated in our initial status report, Probation intends to begin reporting on the Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007.

We anticipate an additional three (3) to six (6) months will be required to begin reporting on the relevant performance indicators for other juvenile programs. The actual timing depends on the cutover to the new Probation Case Management System (PCMS), which is currently scheduled to go live in February 2008.

III. Dashboard Performance Measurement and Reporting System

On August 22, 2007, Probation provided your Justice Deputies with a demonstration of a dashboard reporting system that is under development. It is an executive information system that will provide Department management and supervisors with outcomes and performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices on a monthly and ad hoc basis. The system involves:

- **Data Warehouse** – Software to extract data from various internal/external information systems and house that data for regular or ad hoc reporting purposes.
- **Dashboard Reporting** – Software to provide summary-level performance reporting with the capability to drill down and provide more detailed information on programmatic, geographic, and/or organizational bases.
- **Ad Hoc Query Capability** – Software to provide summary or detailed performance information in response to particular inquiries.

The dashboard system will report *Performance Counts* and other information to your Board and other key stakeholders. Probation anticipates having the basic performance measurement and reporting system in place by December 2007.

IV. Probation Directive on Inclusion of Outcomes and Performance Indicators in Social Services Contracts

Probation's intention is to only release evidence-based services contract requests for proposals that will reduce recidivism. Consequently, Probation has prepared a Department directive that will require new social services contracts to include applicable outcomes and performance indicators for monthly, quarterly, and/or annual reporting to the Department as appropriate.

Each Supervisor
October 5, 2007
Page 6 of 6

If you have any questions or require additional information, please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at (213) 893-2374 or Chief Deputy David M. Davies, Probation, at (562) 940-2511.

WTF:SRH:RDC
RBT:VC:llm/yjf

c: Sachi A. Hamai, Executive Office
J. Tyler McCauley, Auditor-Controller
Dr. Bruce Chernof, Director, Department of Health Services
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education
Dr. Marvin J. Southard, Director, Department of Mental Health

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March 28, 2008

To: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

JUVENILE JUSTICE SYSTEM – IDENTIFICATION OF KEY OUTCOMES, STRATEGIES, AND PERFORMANCE INDICATORS FIRST SEMI-ANNUAL REPORT

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Officer to work with the Chief Probation Officer to:

- 1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
- 2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and
- 3) Provide a report within 30 days with semi-annual progress reports thereafter.

On October 5, 2007, we provided your Board with a second status report and indicated that Probation intended to begin reporting on Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007. This is the first semi-annual progress report which includes the initial set of juvenile and adult Probation outcomes and performance indicators developed by Probation's strategic planning work group established in August 2007, for the purpose for developing a consensus on such long-term and intermediate outcomes and performance indicators.

Now that Probation has identified the initial outcomes and performance indicators for its juvenile and adult programs, staff will focus on (a) initial implementation of a Dashboard Reporting System and (b) collecting relevant baseline data for inclusion in the next semi-annual report to be submitted to your Board in August 2008.

FIRST SEMI-ANNUAL PROGRESS REPORT OVERVIEW

Probation has identified ten outcomes that apply to juvenile and adult population. This report also summarizes Probation's planned (a) reporting of probation outcomes and performance indicators with a new Dashboard Reporting System and (b) use of outcomes and performance indicators in contracting with community-based organizations for EBP interventions and related services.

Factors Influencing Realization of Immediate Significant Results

Probation recognizes that immediate significant results, such as reduced recidivism, will be largely influenced by three factors: 1) the Department needs to improve its internal capacity to identify, collect, analyze, and report the data required for some of the outcomes and many of the performance indicators; 2) recidivism is typically measured 12–24 months *after* youth and emerging adults have been released from the probation system; and 3) EBP realignment is an ongoing process that will occur over the next 3-5 years.

I. JUVENILE AND ADULT PROBATION OUTCOMES

The ten outcomes that apply to juvenile delinquents and adult probationers include the emerging adult offenders who are 18-25 years old, a population that is essentially an extension of the juvenile justice system. The outcomes fall under the following five categories and are summarized below and identified in Attachment A. Probation is compiling baseline data for both outcomes and performance indicators.

Recidivism

Number and percentage of juveniles with a new arrest or a sustained 602 petition within two years after completion of probation or number and percentage of adults with an arrest or conviction within two years after completion of probation. The outcomes will be measured and reported in six month increments, both individually and cumulatively, for up to two (2) years.

Public Safety

Number and percentage of juveniles who complete their probation without (a) a new arrest; (b) another sustained 602 petition, or (c) a sustained Welfare and Institutions Code, Section 777 violation, or number and percentage of adults that complete probation without a new arrest or conviction.

Completion of Probation

Number and percentage of juveniles and adults who successfully complete their court-ordered restitution and/or community service, and number and percentage of eligible juveniles and adults testing positive for use of drugs after being on probation for 180-days or more.

Educational Achievement

Number and percentage of eligible juveniles and adults who (a) obtain their high school diploma, (b) obtain their GED certificate, (c) successfully enroll in a vocational education program, and/or (d) successfully enroll in a 2–4 year college by the completion of probation.

Employment

Number and percentage of eligible juveniles and adults who are or were employed at the completion of probation.

Probation anticipates the above outcomes will be the primary performance “drivers” for programs operated by Probation staff, contract services provided by community-based organizations, and volunteer services provided by faith-based organizations.

II. DASHBOARD REPORTING SYSTEM

Probation is currently developing and implementing a Dashboard Reporting System that will be used to report the above juvenile and adult probation outcomes and performance indicators, *Performance Counts!* and other information to your Board, this Office, and other external stakeholders. It will also be utilized to track managerial performance in comparison to Management Appraisal and Performance Plan goals within the Department. Probation now anticipates having the basic outcome measurement and reporting system (ten outcomes) in place by mid-year. A Dashboard Reporting System Glossary is provided in Attachment B for your reference.

Exhibit A summarizes how the Dashboard Reporting System can “drill down” and filter probation outcome data from the perspectives of various **external** stakeholders.

Exhibit B summarizes how the Dashboard Reporting System can “drill down” and filter performance indicator data from the perspectives of various **internal** stakeholders.

Outcome Reporting

The Dashboard Reporting System is being designed and developed so that:

- Users will be able to quickly select the category of probation outcomes in which they are interested.
- Users can establish their personal home pages of probation outcomes, so they will appear whenever the users log on to the Dashboard Reporting System.
- Users can toggle between juvenile and adult probation outcomes.
- Recidivism can be presented on a cumulative basis. However, it can also be presented on the basis of which six-month period the recidivism occurs.

The Dashboard Reporting System can be utilized to “drill down” juvenile or adult recidivism data by service planning area (SPA). Please note that:

- Users will be allowed to select a particular outcome, choose juvenile or adult, specify a time period, and select a jurisdiction as identified in Exhibit A.
- The Dashboard Reporting System can also “drill down” juvenile or adult recidivism data by:
 - ***Other Geographical Areas*** – Board of Supervisors District, Juvenile Justice Crime Prevention Act cluster which is very similar to your Board’s Supervisorial Districts, California Senate, Assembly, or Congressional Districts.
 - ***Demographic Characteristics*** – Age, gender, and ethnicity of probationers.

Probation Outcomes and Performance Indicators – Reporting Hierarchies

Exhibit A External Hierarchy for Reporting Outcomes

Sort Criteria	Description
(1) Hierarchy	Juvenile versus Adult
Level 1	Assessment (LARRC vs. LS/CMI)
Level 2 (Juvenile)	LARRC risk category for juveniles (low, medium, high, and extremely high)
Level 2 (Adult)	Adult Screening Tool or LS/CMI risk category (low, medium, and high)
(2) Hierarchy	Service Planning Area 1-8 (correlated by zip code)
(3) Hierarchy	Supervisor District / JJCPA Cluster 1-8 (correlated by zip code)
(4) Hierarchy	Congressional / Legislative Districts Congressional District (correlated by zip code) Senate District (correlated by zip code) Assembly District (correlated by zip code)
(5) Hierarchy	Demographic breakdown (age, gender, or ethnicity) for any of the above levels

Exhibit B Internal Hierarchy for Reporting Performance Indicators

Sort Criteria	Category	Description
(1) Hierarchy	Department	Summarizes performance for the entire Probation Department
(2) Hierarchy	Division	Breaks down performance by the 3 Deputy Directors and ASB Admin. Dep.
(3) Hierarchy	Bureau	Breaks down performance into 6 operating bureaus
(4) Hierarchy	Region	Breaks down performance by juvenile hall or camp region
(5) Hierarchy	Area	Breaks down performance by juvenile or adult area office, camps, programs, juvenile hall divisions
(6) Hierarchy	Caseload Type / Unit	Breaks down performance by juvenile hall unit or juvenile camp caseload type or field caseload type
(7) Hierarchy	SDPO / Shift	Breaks down performance by juvenile hall shift or camp/field supervisor
(8) Hierarchy	DPO	Breaks down performance by juvenile hall DSO/SDSO/GSN or camp/field DPO/GSN

Phased Implementation of the Dashboard Reporting System

Probation is planning to phase in the Dashboard Reporting System of probation outcomes and indicators over the next 12-18 months based on a number of factors.

1. ***EBP Implementation*** – The primary purpose of the Dashboard Reporting System is to enable Department managers and supervisors to track and assess the implementation and effectiveness of EBP. Accordingly, we will initially focus on reporting probation outcomes and performance indicators that are related to implementation of EBP strategies, programs, and contracts.
2. ***PCMS Implementation*** – Around July 2008, Probation anticipates implementing its Probation Case Management System (PCMS) to replace nine existing legacy information systems. The PCMS database will comprise a major portion of the initial data warehouse. Accordingly, the Dashboard Reporting System of many probation performance indicators will await PCMS implementation, so that Probation's Information Systems Bureau (ISB) staff do not have to set up the Dashboard reporting system twice (once under the nine legacy systems and again under PCMS).
3. ***EBP Interventions*** – Implementation of EBP interventions requires collecting and tracking a variety of new data regarding the target population for each intervention, pre-testing and post-testing of probationers, completion of programs, and changes in criminogenic needs. The Department is exploring web-based alternatives to capture such data and feed them to PCMS (or the Adult Probation System) or directly into the data warehouse. This is true of both camp-based and community-based EBP interventions.

Camp-Based Interventions

Thinking for a Change
Girls Moving On
Aggression Replacement Training
Pathways to Self Discovery and
Change (substance abuse treatment)

Community-Based Interventions

Functional Family Therapy
Multisystemic Therapy
Multidimensional Treatment Foster Care
Full Service Partnership / Wraparound

The Dashboard Reporting System of performance indicators for specific EBP interventions will occur as these data capture systems are implemented and data are collected.

4. ***Saba Learning Management System*** – The Department is in the process of implementing the County's Saba Learning Management System (LMS) which was supposed to come on-line in July 2007; however, implementation was delayed by (a) interface issues between the Saba LMS and the State Training Certification (STC) system operated by the California Department of Corrections and Rehabilitation and (b) problems in converting historical data from the existing registrar system. The Department currently anticipates bringing Saba LMS on-line by mid-year.

III. EBP COLLABORATION AND PERFORMANCE-BASED CONTRACTING

Probation is beginning to work closely with its partners – Department of Health Services' Juvenile Court Health Services (JCHS), Department of Mental Health (DMH), the Los Angeles County Office of Education (LACOE), community-based organizations (CBOs), and faith-based organizations (FBOs) – to ensure that their services to probation youth are aligned with and integrated to achieve expected outcomes. However, it is important to reiterate that EBP realignment is a continuous improvement process that will occur over the next 3-5 years.

The Department will standardize use of the Correctional Program Checklist (CPC) developed by Dr. Edward Latessa and staff at the University of Cincinnati (part of The Resources Company consulting team that is assisting the Department in implementing its management/program audit recommendations as well as EBP) as its standard approach and methodology for conducting "evaluability" assessments of Department programs, functions, and future client-based contracts.

The Department currently envisions using the following process to help CBOs and FBOs realign their service delivery with EBP and principles:

1. **EBP/CPC Orientation** – The Department will offer a four-hour orientation to the CPC and the EBP capacity-building process to all existing client-based service providers and CBOs/FBOs that are interested in providing EBP interventions and services to the Department's juvenile and/or adult probationers.
2. **CPC Self-Assessment** – The Department will provide each CBO or FBO with a 4-page CPC self-assessment document that asks 80 questions in five areas (program leadership and design, staffing, offender assessment, program characteristics, and quality assurance) for the CBO to complete and the Department to review.
3. **CBO Training** – The Department will create a six person unit to train CBOs and FBOs in EBP principles, staff skills, and interventions. This group of staff will provide consulting advice regarding EBP programming, staffing, contracting, and reporting requirements that are being established by the County and/or the Probation Department.
4. **CPC Assessments** – At the appropriate time, Probation Department Program Evaluation Office staff will conduct 1-2 day assessments of CBOs seeking to be accredited as EBP service providers eligible for Probation contracts through the County.
5. **CBO/FBO Corrective Action Plan** – CBOs and FBOs currently under contract with the County that do not meet the County's threshold for CPC accreditation will be given a three-year time period to reach that threshold (assuming reasonable progress during that period) to continue their eligibility for County contracts with the Department.

Each Supervisor
March 28, 2008
Page 8

We believe Probation has made significant progress in identifying key juvenile justice system outcomes and performance indicators, working with its partners to ensure services provided to youth under their care and custody are aligned to achieve expected outcomes, by developing a Dashboard Reporting System.

If you have any questions or require additional information, please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at (213) 893-2374 or Chief Deputy David M. Davies, Probation, at (562) 940-2511.

WTF:SRH:RDC
JW:VC:yjf

Attachments

- c: Honorable Michael Nash, Presiding Judge, Juvenile Court
- Sachi A. Hamai, Executive Officer, Board of Supervisors
- J. Tyler McCauley, Auditor-Controller
- Dr. Bruce Chernof, Director, Department of Health Services
- Dr. Marvin Southard, Director, Department of Mental Health
- Robert B. Taylor, Chief Probation Officer
- Dr. Darline P. Robles, Superintendent. Los Angeles County Office of Education

Probation Outcomes

Outcomes	Adult	Juvenile	Agency Responsible for Data Collection	Source
RECIDIVISM				
Number and percentage of adults who are arrested within 2 years after completion of probation	X		Prob.	APS/CCHRS
Number and percentage of adults who are convicted within 2 years after completion of probation	X		Prob.	APS/CCHRS
Number and percentage of juveniles who are arrested within 2 years after completion of probation		X	Prob.	JCMS/PCMS/CCHRS
Number and percentage of juveniles who receive a sustained 602 petition within 2 years after completion of probation		X	Prob.	JCMS/PCMS/CCHRS
PUBLIC SAFETY				
Number and percentage of adults who complete probation without a subsequent arrest	X		Prob.	APS/CCHRS
Number and percentage of adults who complete probation without a subsequent conviction	X		Prob.	APS/CCHRS
Number and percentage of adults who complete probation without a court-ordered violation	X		Prob.	APS/CCHRS
Number and percentage of juveniles who complete probation without a subsequent arrest		X	Prob.	JCMS/PCMS/CCHRS
Number and percentage of juveniles who complete probation without another sustained 602 petition		X	Prob.	JCMS/PCMS/CCHRS
Number and percentage of juveniles who complete probation without a sustained 777 WIC violation		X	Prob.	JCMS/PCMS/CCHRS
COMPLETION OF PROBATION				
Number and percentage of adults who successfully complete their court-ordered restitution	X		Prob.	APS
Number and percentage of adults who successfully complete their court-ordered community service	X		Prob.	APS
Number and percentage of eligible adults testing positive for use of drugs after being on probation for 180 days or more	X		Prob.	APS
Number and percentage of juveniles who successfully complete their court-ordered restitution		X	Prob.	JCMS/PCMS

Attachment A

Outcomes	Adult	Juvenile	Agency Responsible for Data Collection	Source
Number and percentage of juveniles who successfully complete their court-ordered community service		X	Prob.	JCMS/PCMS
Number and percentage of eligible juveniles testing positive for use of drugs after being on probation for 180 days or more		X	Prob.	JCMS/PCMS
EDUCATIONAL ACHIEVEMENT				
Number and percentage of eligible adults who obtain their high school diploma by the completion of probation	X		Ed.	APS
Number and percentage of eligible adults who obtain their GED by the completion of probation	X		Ed.	APS
Number and percentage of eligible adults who successfully enroll in vocational education by the completion of probation	X		Ed.	APS
Number and percentage of eligible adults who successfully enroll in a 2-4 year college by the completion of probation	X		Ed.	APS
Number and percentage of eligible juveniles who obtain their high school diploma by the completion of probation		X	Ed.	JCMS/PCMS
Number and percentage of eligible juveniles who obtain their GED by the completion of probation		X	Ed.	JCMS/PCMS
Number and percentage of eligible juveniles who successfully enroll in vocational education by the completion of probation		X	Ed.	JCMS/PCMS
Number and percentage of eligible juveniles who successfully enroll in a 2-4 year college by the completion of probation		X	Ed.	JCMS/PCMS
EMPLOYMENT				
Number and percentage of eligible adults who are or were employed at the completion of probation	X		Prob.	APS
Number and percentage of eligible juveniles who are or were employed at the completion of probation		X	Prob.	JCMS/PCMS

Includes emerging adults = 18-25 year-old offenders.

Ed. = LACOE (Juvenile Court and Community Schools Division) or applicable school district

CCHRS: To determine recidivism, Probation's ISB staff have to send files to CCHRS staff to process against that statewide database on arrests. Probation databases are limited to those where the Superior Court has referred a case to Probation for investigation or supervision. Any arrests that occur outside of the jurisdiction of the Court do not exist on the Probation database (except for a limited number of ISC or CS cases).

Probation Outcomes

PROBATION DEPARTMENT DASHBOARD REPORTING SYSTEM GLOSSARY

- ***Dashboard Reporting System:*** an executive information system that will provide Probation Department management and supervisors with outcomes and performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices on a monthly and ad hoc basis.
- ***Probation outcomes:*** benefits or changes for juvenile and adult offenders resulting from their education and treatment while they are under the supervision and care of the Probation Department.
- ***Primary outcome:*** reduction of recidivism among youth ordered to juvenile halls, camp, suitable placement, or home on probation. Recidivism is typically measured 12-24 months after youth have been released from probation, in general, and custody, in particular.
 - ***Recidivism – arrest:*** this outcome measures the rate at which both juvenile and adult offenders are arrested for a new crime within 6, 12, 18, and 24 months after the completion of their probation.
 - ***Recidivism – sustained 602 petition:*** this outcome measures the rate at which allegations against juveniles are found to be true for a crime committed within 6, 12, 18, and 24 months after the completion of their probation.
 - ***Recidivism – subsequent conviction:*** this outcome measures the rate at which adult offenders are convicted of new crimes within 6, 12, 18, and 24 months after the completion of their probation.
- ***Intermediate outcomes:*** outcomes used to measure the progress (or lack of progress) in the reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while youth are in juvenile halls and camps or at home or in placement in the community.
 - ***Public safety – arrest:*** this outcome measures the rate at which both juvenile and adult offenders are arrested for a new crime while on probation.
 - ***Public safety – sustained 602 petition:*** this outcome measures the rate at which allegations against juveniles are found to be true for a crime committed while on probation.
 - ***Public safety – subsequent conviction:*** this outcome measures the rate at which adult offenders are convicted of new crimes while on probation.

- **Public safety – sustained 777 WIC violation:** this outcome measures the rate at which both juvenile and adult offenders are found to have committed a technical violation while on probation.
- **Restitution:** this outcome measures the extent to which juvenile and adult offenders complete their court-ordered restitution within the terms of their probation grants.
- **Community service:** this outcome measures the extent to which juvenile and adult offenders complete their court-ordered community services within the terms of their probation grants.
- **Drug testing:** this outcome measures the extent to which juvenile and adult offenders that are ordered to submit to drug testing then test positive for use of drugs after being on probation for 180 days or more.
- **High school diploma:** this outcome measures the rate at which juveniles and emerging adults that are eligible to graduate from high school pass the California High School Exit Examination and obtain their diplomas, by the completion of their probation.
- **GED certificate:** this outcome measures the rate at which eligible juveniles and emerging adults seek and obtain their General Education Development (GED) certificates by the completion of their probation.
- **Career technical education (CTE):** this outcome measures the rate at which eligible juveniles and emerging adults successfully enroll in CTE or vocational education programs by the completion of their probation.
- **College preparation:** this outcome measures the rate at which eligible juveniles and emerging adults successfully enroll in 2-year or 4-year colleges by the completion of their probation.
- **Employment:** this outcome measures the rate at which eligible juveniles and emerging adults were employed at the time they completed their probation grants.
- **Performance indicators:** program-related metrics used to measure, track and report the extent to which an organization is achieving a desired objective or level of performance (e.g., implementing EBP strategies, training probation staff, and assessing the fidelity of EBP interventions and services).
- **Performance Counts!:** a framework established by the Los Angeles County Chief Executive Officer for measuring the results of services delivered by County agencies.
- **Strategies:** EBP and other interventions and services designed in accordance with EBP principles and targeting criteria established by the National Institute of Corrections (NIC).



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

October 20, 2008

TO: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

JUVENILE JUSTICE SYSTEM – IDENTIFICATION OF KEY PROBATION OUTCOMES, STRATEGIES, AND PERFORMANCE INDICATORS - SECOND SEMI- ANNUAL REPORT

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Officer to work with the Chief Probation Officer to:

- 1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
- 2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and
- 3) Provide a report within 30 days with semi-annual progress reports thereafter.

On March 28, 2008, we provided your Board with the first semi-annual report on juvenile and adult probation outcomes and performance indicators developed by the Probation Department's (Probation) strategic planning work group, established in August 2007, for the purpose of developing a Department-wide consensus on such long-term and intermediate outcomes and performance indicators. During the past six months, the work group and Probation's Information Systems Bureau (ISB) staff have been working on the Digital Dashboard Reporting System (DDRS) and Probation's Case Management System (PCMS) – two key systems that, together with the existing Adult Probation System (APS), will support reporting of outcomes and performance indicators.

SECOND SEMI-ANNUAL PROGRESS REPORT OVERVIEW

This second semi-annual report summarizes the 1) 10 outcomes that apply to both the juvenile and adult population, 2) performance indicators that will be included in the Digital Dashboard system, and 3) implementation timetable for the Digital Dashboard system.

I. JUVENILE AND ADULT PROBATION OUTCOMES

Probation has identified 10 outcomes that apply to both the juvenile and adult population. The 10 outcomes also apply to emerging adult offenders that are 18 to 25 years old, a population that is essentially an extension of the juvenile justice system. The outcomes fall into five categories and are summarized below and identified in the attached Probation Outcomes (Attachment A).

- **Recidivism** – Number and percentage of juveniles with a new arrest or a sustained 602 petition within two years after completion of probation or number and percentage of adults with an arrest or conviction within two years after completion of probation. The outcomes will be measured and reported in six month increments, both individually and cumulatively, for up to two years.
- **Public Safety** – Number and percentage of juveniles who complete their probation without (a) a new arrest; (b) another sustained 602 petition; or (c) a sustained Welfare and Institutions Code, Section 777 violation or number and percentage of adults that complete probation without a new arrest or conviction.
- **Completion of Probation** – Number and percentage of juveniles and adults who successfully complete their court-ordered restitution and/or community service, and number and percentage of eligible juveniles and adults testing positive for use of drugs after being on probation for 180 days or more.
- **Educational Achievement** – Number and percentage of eligible juveniles and adults who (a) obtain their high school diploma; (b) obtain their General Education Development (GED) certificate; (c) successfully enroll in a vocational education program; and/or (d) successfully enroll in a two- or four-year college by the completion of probation.
- **Employment** – Number and percentage of eligible juveniles and adults who are or were employed at the completion of probation.

Probation plans to use the above outcomes as the primary performance “drivers” for programs operated by Probation staff, contract services provided by community-based organizations, and volunteer services provided by faith-based organizations.

Probation recognizes that achievement and reporting of key outcomes, such as reduced recidivism, will be largely influenced by five factors:

1. The County's continued commitment to implementation of Evidence-Based Practices (EBP) in the juvenile camps, day reporting centers, and JJCPA sites (i.e., school-based, public housing-based, and park-based sites);
2. The continued commitment to comprehensive educational reform (CER) in the juvenile halls and camps by Probation, other County departments, and the Los Angeles Office of Education (LACOE);
3. Probation's ability to improve its internal capacity to collect, analyze, and report data related to implementation of EBP and CER for performance reporting and quality assurance purposes;
4. The County's ability to effectively engage both community-based and faith-based organizations in the delivery of EBP interventions and related services; and
5. The County's ability to make its procurement and contracting processes more efficient and to realign required services and obtain performance data under existing contracts (without waiting for contract rebidding or renewal).

II. JUVENILE AND ADULT PROBATION PERFORMANCE INDICATORS

Probation's strategic planning work group has developed 127 performance indicators to measure the effectiveness of the following programs to ensure that they are consistent with achieving our long-term and intermediate outcomes.

- ***Cross-Bureau Programs*** – Probation will eventually use 22 performance indicators to measure and track the effectiveness of:
 - Education service delivery;
 - Out-of-home screening; and
 - Staff training in EBP.
- ***Juvenile Detention Program*** – Probation will eventually use 13 performance indicators to measure and track the effectiveness of juvenile detention services:
 - Screening and assessments in the juvenile halls;
 - Safety and security in the juvenile halls; and
 - Population management in the juvenile halls.

- ***Camp Redesign Program*** – Probation will eventually use 21 performance indicators reflected to measure and track the following aspects of Camp Redesign:
 - Youth screening and assessment for risks and criminogenic needs, educational assessments, mental health, and substance abuse assessments;
 - Camp assignment, orientation, and internal classification;
 - Timely completion of initial case plans, Los Angeles Risk and Resiliency Check-Up (LARRC) reassessments, and case plan updates for aftercare and transition back to the community; and
 - EBP small group interventions and mental health services.
- ***Juvenile Placement Program*** – Probation will eventually use 14 performance indicators to measure and track the effectiveness of juvenile placement services:
 - Suitable placement;
 - Dorothy Kirby Center; and
 - Placement to community transition services.
- ***Juvenile Field and Special Services Programs*** – Probation will eventually use 23 performance indicators to measure and track juvenile field and juvenile special services:
 - Timeliness of juvenile investigation and supervision services;
 - Effectiveness of camp-to-community transition and aftercare services;
 - Effectiveness of Juveniles Justice Crime Prevention Act (JJCPA) program services (in addition to reporting on the “big six” outcomes required by State regulations);
 - Effectiveness of Functional Family Therapy (FFT) program services;
 - Effectiveness of Multisystemic Therapy (MST) program services; and
 - Effectiveness of Full Service Partnership (FSP) and wraparound program services.

- ***Adult Field Services Program*** – Probation will eventually use 20 performance indicators to measure and track the effectiveness of adult field services:
 - Timeliness in completing investigation, assessment, and case planning services;
 - Timeliness in completing intake services;
 - Success of pre-trial release services;
 - Effectiveness of adult supervision services; and
 - Registration of certain adult offenders.

III. DIGITAL DASHBOARD REPORTING SYSTEM IMPLEMENTATION

Probation is currently developing and implementing a Digital Dashboard Reporting System that will be used to report the above juvenile and adult probation outcomes and performance indicators, *Performance Counts!* and other information to your Board, this Office, and other external stakeholders. It will also be utilized to track managerial performance in comparison to Management Appraisal and Performance Plan (MAPP) goals within Probation. A Digital Dashboard Reporting System glossary and Reporting Hierarchies are provided for your reference in Attachments B and C.

Exhibit A summarizes how the Digital Dashboard Reporting System can “drill down” and filter probation outcome data from the perspectives of various ***external*** stakeholders.

Exhibit B summarizes how the Digital Dashboard Reporting System can “drill down” and filter performance indicator data from the perspectives of various ***internal*** stakeholders.

The Digital Dashboard Reporting System is being designed and developed so that:

- Users will be able to quickly select the category of probation outcomes in which they are interested;
- Users can establish their personal home pages of probation outcomes, so they will appear whenever the users log on to the Digital Dashboard Reporting System;
- Users can toggle between juvenile and adult probation outcomes;
- Recidivism can be presented on a cumulative basis. However, it can also be presented on the basis of the six-month period in which the recidivism occurs.

The Digital Dashboard Reporting System can be utilized to “drill down” juvenile or adult probation outcome data by Service Planning Area (SPA). Please note that:

- Users will be allowed to select a particular outcome, choose juvenile or adult, specify a time period, and select a jurisdiction as identified in Exhibit A of Attachment C.
- The Digital Dashboard Reporting System can also “drill down” juvenile or adult recidivism data by:
 - **Other Geographical Areas** – Board of Supervisors District, Juvenile Justice Crime Prevention Act cluster which is very similar to your Board’s Supervisorial Districts, California Senate, Assembly, or Congressional Districts.
 - **Demographic Characteristics** – Age, gender, and ethnicity of probationers.
- The Digital Dashboard Reporting System can also be utilized to “drill down” juvenile or adult probation performance indicator data from the department level all the way to the “caseworker” level, such as a Detention Services Officer (DSO) in the juvenile halls or a Deputy Probation Officer (DPO) in the juvenile camps, the juvenile and adult field offices, and the juvenile and adult day reporting centers (pilot centers under development), as indicated in Exhibit B of Attachment C.

Probation is extending an invitation to demo its Digital Dashboard Reporting System to the Justice Deputies and other Board deputies in October 2008, so that they can see how the above features of the system actually work.

Meanwhile, Probation staff are compiling historical data from 2005 through 2007 to provide a baseline for assessing future outcomes and performance indicators.

IV. DIGITAL DASHBOARD REPORTING SYSTEM IMPLEMENTATION SCHEDULE

Probation is planning to phase in the Digital Dashboard Reporting System over the next 15 months as indicated below:

Timetable	Digital Dashboard Implementation	Dependencies
October 2008	Begin reporting juvenile and adult recidivism	
January 2009	Begin reporting of other eight (8) adult outcomes	Educational reform (electronic data exchange, or EDE)
April 2009	Begin reporting of other eight (8) juvenile outcomes	PCMS implementation; educational reform (EDE)
April 2009	Begin reporting of adult performance indicators	
April 2009	Begin reporting of juvenile detention, placement, and field performance indicators	
July 2009	Begin reporting of Camp Redesign performance indicators	RTSB and QASB data collection; PCMS enhancements
October 2009	Begin tracking and reporting of MAPP goals	
January 2010	Complete review/assessment of the Digital Dashboard reporting of initial 10 outcomes and 113 performance indicators indicated in this second semi-annual report; develop 18-month plan to refine/enhance the system	

We believe Probation has made significant progress in identifying key juvenile justice system outcomes and performance indicators, working with its partners to ensure services provided to youth under their care and custody are aligned to achieve expected outcomes, by developing a Digital Dashboard Reporting System.

If you have any questions or require additional information, please contact Deputy Chief Executive Officer R. Doyle Campbell, Public Safety, at (213) 893-2374 or Chief Deputy David M. Davies, Probation, at (562) 940-2511.

WTF:SRH:RDC
SW:VC:cc

Attachments (3)

c: Sachi A. Hamai, Executive Officer, Board of Supervisors
Raymond Fortner, County Counsel
Dr. Bruce Chernof, Director, Department of Health Services
Honorable Michael Nash, Presiding Judge, Juvenile Court
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education
Dr. Marvin Southard, Director, Department of Mental Health
Robert B. Taylor, Chief Probation Officer
Wendy L. Watanabe, Acting Auditor-Controller

Probation Outcomes

Outcomes	Adult	Juvenile	Agency Responsible for Data Collection	Source
RECIDIVISM				
Number and percentage of adults who are arrested within 2 years after completion of probation	X		Probation	APS/CCHRS
Number and percentage of adults who are convicted within 2 years after completion of probation	X		Probation	APS/CCHRS
Number and percentage of juveniles who are arrested within 2 years after completion of probation		X	Probation	JCMS/PCMS/CCHRS
Number and percentage of juveniles who receive a sustained 602 petition within 2 years after completion of probation		X	Probation	JCMS/PCMS/CCHRS
Number and percentage of adults completing probation without a subsequent arrest	X		Probation	APS/CCHRS
Number and percentage of adults completing probation without a subsequent conviction	X		Probation	APS/CCHRS
Number and percentage of adults completing probation without a referral to court for non-compliance	X		Probation	APS/CCHRS
Number and percentage of juveniles completing probation without a subsequent arrest		X	Probation	JCMS/PCMS/CCHRS
Number and percentage of juveniles completing probation without another sustained 602 petition		X	Probation	JCMS/PCMS/CCHRS
Number and percentage of juveniles completing probation without a sustained 777 WIC violation		X	Probation	JCMS/PCMS/CCHRS
Number and percentage of adults that successfully complete their court-ordered restitution	X		Probation	APS
Number and percentage of adults that successfully complete their court-ordered community service	X		Probation	APS
Number and percentage of eligible adults testing positive for use of drugs after being on probation for 180 days or more	X		Probation	APS

Outcomes	Adult	Juvenile	Agency Responsible for Data Collection	Source
Number and percentage of juveniles that successfully complete their court-ordered restitution		X	Probation	JCMS/PCMS
Number and percentage of juveniles that successfully complete their court-ordered community service		X	Probation	JCMS/PCMS
Number and percentage of eligible juveniles testing positive for use of drugs after being on probation for 180 days or more		X	Probation	JCMS/PCMS
EDUCATIONAL ACHIEVEMENT				
Number and percentage of eligible adults that obtained their high school diploma by the completion of probation	X		Ed.	APS
Number and percentage of eligible adults that obtained their GED by the completion of probation	X		Ed.	APS
Number and percentage of eligible adults that successfully enrolled in vocational education by the completion of probation	X		Ed.	APS
Number and percentage of eligible adults that successfully enrolled in a 2-4 year college by the completion of probation	X		Ed.	APS
Number and percentage of eligible juveniles that obtained their high school diploma by the completion of probation		X	Ed.	JCMS/PCMS
Number and percentage of eligible juveniles that obtained their GED by the completion of probation		X	Ed.	JCMS/PCMS
Number and percentage of eligible juveniles that successfully enrolled in vocational education by the completion of probation		X	Ed.	JCMS/PCMS
Number and percentage of eligible juveniles that successfully enrolled in a 2-4 year college by the completion of probation		X	Ed.	JCMS/PCMS
EMPLOYMENT				
Number and percentage of eligible adults that are or were employed at the completion of probation	X		Probation	APS
Number and percentage of eligible juveniles that are or were employed at the completion of probation		X	Probation	JCMS/PCMS

Includes emerging adults = 18-25 year-old offenders.

Ed. = LACOE (Juvenile Court Schools Division) or applicable school district

CCHRS: To determine recidivism, Probation's ISB staff have to send files to CCHRS staff to process against that database on arrests. Probation databases are limited to those where the Superior Court has referred a case to Probation for investigation or supervision. Any arrests that occur outside of the jurisdiction of the Court do not exist on the Probation database (except for a limited number of ISC or CS cases).

PROBATION DEPARTMENT DIGITAL DASHBOARD REPORTING SYSTEM GLOSSARY

- **Digital Dashboard Reporting System:** An executive information system that will provide Probation Department management and supervisors with outcomes and performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices on a monthly and ad hoc basis.
- **Probation outcomes:** Benefits or changes for juvenile and adult offenders resulting from their education and treatment while they are under the supervision and care of the Probation Department.
- **Primary outcome:** Reduction of recidivism among youth ordered to juvenile halls, camp, suitable placement, or home on probation. Recidivism is typically measured 12-24 months after youth have been released from probation, in general and custody in particular.
 - **Recidivism – arrest:** This outcome measures the rate at which both juvenile and adult offenders are arrested for a new crime within 6, 12, 18, and 24 months after the completion of their probation.
 - **Recidivism – sustained 602 petition:** This outcome measures the rate at which allegations against juveniles are found to be true for a crime committed within 6, 12, 18, and 24 months after the completion of their probation.
 - **Recidivism – subsequent conviction:** This outcome measures the rate at which adult offenders are convicted of new crimes within 6, 12, 18, and 24 months after the completion of their probation.
- **Intermediate outcomes:** Outcomes used to measure the progress (or lack of progress) in the reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while youth are in juvenile halls and camps or at home or in placement in the community.
 - **Public safety – arrest:** This outcome measures the rate at which both juvenile and adult offenders are arrested for a new crime while on probation.
 - **Public safety – sustained 602 petition:** This outcome measures the rate at which allegations against juveniles are found to be true for a crime committed while on probation.
 - **Public safety – subsequent conviction:** This outcome measures the rate at which adult offenders are convicted of new crimes while on probation.
 - **Public safety – sustained 777 WIC violation:** This outcome measures the rate at which both juvenile and adult offenders are found to have committed a technical violation while on probation.

- **Restitution:** This outcome measures the extent to which juvenile and adult offenders complete their court-ordered restitution within the terms of their probation grants.
- **Community service:** This outcome measures the extent to which juvenile and adult offenders complete their court-ordered community services within the terms of their probation grants.
- **Drug testing:** This outcome measures the extent to which juvenile and adult offenders that are ordered to submit to drug testing then test positive for use of drugs after being on probation for 180 days or more.
- **High school diploma:** This outcome measures the rate at which juveniles and emerging adults that are eligible to graduate from high school pass the California High School Exit Examination and obtain their diplomas, by the completion of their probation.
- **GED certificate:** This outcome measures the rate at which eligible juveniles and emerging adults seek and obtain their General Education Development (GED) certificates by the completion of their probation.
- **Career technical education (CTE):** This outcome measures the rate at which eligible juveniles and emerging adults successfully enroll in CTE or vocational education programs by the completion of their probation.
- **College preparation:** This outcome measures the rate at which eligible juveniles and emerging adults successfully enroll in 2-year or 4-year colleges by the completion of their probation.
- **Employment:** This outcome measures the rate at which eligible juveniles and emerging adults were employed at the time they completed their probation grants.
- **Management Appraisal and Performance Plan (MAPP):** A framework established by the Los Angeles County Chief Executive Officer for (a) aligning the goals of agency management with the strategic goals of the County, and (b) measuring accomplishment of management goals for the purpose of determining incentive compensation.
- **Performance indicators:** Program-related metrics used to measure, track, and report the extent to which an organization is achieving a desired objective or level of performance (e.g., implementing EBP strategies, training probation staff, and assessing the fidelity of EBP interventions and services).
- **Performance Counts!:** A framework established by the Los Angeles County Chief Executive Officer for measuring the results of services delivered by County agencies.
- **Strategies:** EBP and other interventions and services designed in accordance with EBP principles and targeting criteria established by the National Institute of Corrections (NIC).

Probation Outcomes and Performance Indicators – Reporting Hierarchies

Exhibit A

External Hierarchy for Reporting Outcomes

Sort Criteria	Description
(1) Hierarchy	Juvenile versus Adult
Level 1	Assessment (LARRC vs. LS/CMI)
Level 2 (Juvenile)	LARRC risk category for juveniles (low, medium, high, and extremely high)
Level 2 (Adult)	Adult Screening Tool or LS/CMI risk category (low, medium, and high)
(2) Hierarchy	Service Planning Area 1-8 (correlated by zip code)
(3) Hierarchy	Supervisory District / JJCPA Cluster 1-5 (correlated by zip code)
(4) Hierarchy	Congressional / Legislative Districts Congressional District (correlated by zip code) Senate District (correlated by zip code) Assembly District (correlated by zip code)
(5) Hierarchy	Demographic breakdown (age, gender, or ethnicity) for any of the above levels

Exhibit B

Internal Hierarchy for Reporting Performance Indicators

Sort Criteria	Category	Description
(1) Hierarchy	Department	Summarizes performance for the entire Probation Department
(2) Hierarchy	Division	Breaks down performance by the three (3) Deputy Directors and ASB Admin. Dep.
(3) Hierarchy	Bureau	Breaks down performance into six (6) operating bureaus
(4) Hierarchy	Region	Breaks down performance by juvenile hall or camp region
(5) Hierarchy	Area	Breaks down performance by juvenile or adult area office, camp, program, juvenile hall division
(6) Hierarchy	Caseload Type / Unit	Breaks down performance by juvenile hall unit or juvenile camp caseload type or field caseload type
(7) Hierarchy	SDPO / Shift	Breaks down performance by juvenile hall shift or camp/field supervisor
(8) Hierarchy	DPO, DSO, or GSN	Breaks down performance by juvenile hall DSO/DSO/GSN or camp/field DPO/GSN



ROBERT B. TAYLOR
Chief Probation Officer

COUNTY OF LOS ANGELES PROBATION DEPARTMENT


9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



March 24, 2009

TO: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM: 
Robert B. Taylor
Chief Probation Officer

SUBJECT: **JUVENILE JUSTICE SYSTEM – THIRD SEMI-ANNUAL REPORT ON
KEY PROBATION OUTCOMES, STRATEGIES, AND PERFORMANCE
INDICATORS**

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Officer to work with the Chief Probation Officer to:

- 1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
- 2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and
- 3) Provide a report within 30 days with semi-annual progress reports thereafter.

On March 28, 2008 and October 7, 2008, we provided your Board with the first two semi-annual reports on juvenile and adult probation outcomes and performance indicators. During the past six months, the Department's Information Systems Bureau (ISB) staff has been working on the Digital Dashboard Reporting System (DDRS) and the Probation Case Management System (PCMS) – two key systems that, together with the existing Adult Probation System (APS), will support reporting of outcomes and performance indicators. PCMS is scheduled for implementation in April 2009.

THIRD SEMI-ANNUAL PROGRESS REPORT OVERVIEW

This third semi-annual report summarizes the 1) Ten outcomes that apply to both the juvenile and adult population; 2) performance indicators that will be included in the Digital Dashboard Reporting System and 3) implementation timetable for the Dashboard system.

I. JUVENILE AND ADULT PROBATION OUTCOMES

Probation has identified **10 outcomes** that apply to both juvenile and adult population. The 10 outcomes also apply to emerging adult offenders that are 18 to 25 years old, a population that is essentially an extension of the juvenile justice system. The outcomes fall into five categories and are summarized below.

- **Recidivism** – Number and percentage of juveniles with a new arrest or a sustained 602 petition within two years after completion of probation or number and percentage of adults with an arrest or conviction within two years after completion of probation. The outcomes will be measured and reported in six month increments, both individually and cumulatively, for up to two (2) years.
- **Public Safety** – Number and percentage of juveniles who complete their probation without (a) a new arrest; (b) another sustained 602 petition, or (c) a sustained Welfare and Institutions Code, Section 777 violation, or number and percentage of adults that complete probation without a new arrest or conviction.
- **Probation Terms and Conditions** – Number and percentage of juveniles and adults who successfully complete their court-ordered restitution and/or community service, and number and percentage of eligible juveniles and adults testing positive for use of drugs after being on probation for 180-days or more.
- **Educational Achievement** – Number and percentage of eligible juveniles and adults who (a) obtain their high school diploma, (b) obtain their GED certificate, (c) successfully enroll in a vocational education program, and/or (d) successfully enroll in a 2-year or 4-year college by the completion of probation.
- **Employment** – Number and percentage of eligible juveniles and adults who are or were employed at the completion of probation.

Probation plans to use the above outcomes as the primary performance “drivers” for programs operated by Probation staff, contract services provided by community-based organizations, and volunteer services provided by faith-based organizations.

The tables on pages 3-4 summarize 2005 and 2006 actual data for both juvenile and adult recidivism and public safety outcomes. The 2005 data provides the baseline for measuring the effectiveness of evidence-based practices, comprehensive educational reform, and other elements of the Department’s strategic plan in the years to come.

2005 Baseline and 2006 Actual Data for Recidivism Outcomes

Recidivism Outcomes	2005 0-6 mos.	2005 6-12 mos.	2005 12-18 mos.	2005 18-24 mos.	2006 0-6 mos.	2006 6-12 mos.	2006 12-18 mos.	2006 18-24 mos.
Within a number of months after completion of probation								
Juveniles arrested after completion of probation	2,133 22.6%	1,144 12.1%	679 7.2%	504 5.3%	2,189 25.0%	1,094 12.5%	617 7.0%	363 4.1%
Juveniles receiving a sustained WIC 602 petition after completion of probation	426 4.5%	414 4.4%	274 2.9%	212 2.2%	416 4.7%	393 4.5%	280 3.2%	146 1.7%
Adults arrested after completion of probation	2,281 24.3%	653 6.9%	438 4.7%	409 4.3%	2,459 24.3%	818 8.1%	529 5.2%	321 3.2%
Adults receiving a subsequent conviction after completion of probation	212 2.3%	235 2.2%	183 1.9%	140 1.5%	240 2.4%	286 2.8%	215 2.1%	138 1.4%

Juvenile Probationers

9,438 completed probation in 2005
8,759 completed probation in 2006

Adult Probationers

19,586 completed probation in 2005
20,896 completed probation in 2006

2005 Baseline and 2006 Actual Data for Public Safety Outcomes

Recidivism Outcomes	2005	2006
Juveniles arrested while on probation	5,090 53.9%	4,916 56.1%
Juveniles receiving a subsequent sustained WIC 602 petition while on probation	419 4.4%	370 4.2%
Adults arrested while on probation	11,700 59.7%	13,897 66.5%
Adults receiving a subsequent conviction while on probation	2,790 14.2%	2,921 14.0%

Juvenile Probationers

9,438 completed probation in 2005
8,759 completed probation in 2006

Adult Probationers

19,586 completed probation in 2005
20,896 completed probation in 2006

Probation recognizes that improvement of the above and other key outcomes over baseline results will be largely influenced by five factors:

1. The County's continued commitment to implementation of evidence-based practices (EBP) in the juvenile camps, day reporting centers, and JJCPA sites (i.e., school-based, public housing-based, and park-based sites);
2. The continued commitment to comprehensive educational reform (CER) in the juvenile halls and camps by Probation, other County departments, and the Los Angeles Office of Education (LACOE);
3. The Department's ability to improve its internal capacity to collect, analyze, and report data related to implementation of evidence-based practices and comprehensive educational reform for performance reporting and quality assurance purposes;
4. The County's ability to effectively engage both community-based and faith-based organizations in the delivery of EBP interventions and related services; and
5. The County's ability to make its procurement and contracting processes more efficient and to realign required services and obtain performance data under existing contracts (without waiting for contract rebidding or renewal).

II. JUVENILE AND ADULT PROBATION PERFORMANCE INDICATORS

The Probation Department's strategic planning work group has developed 113 performance indicators to measure the effectiveness of the following programs to ensure that they are consistent with achieving our long-term and intermediate outcomes.

- **Cross-Bureau Programs** – Probation will eventually use 22 performance indicators to measure and track the effectiveness of:
 - Education service delivery;
 - Out-of-home screening; and
 - Staff training in evidence-based practices (EBP).
- **Juvenile Detention Program** – Probation will eventually use 13 performance indicators to measure and track the effectiveness of juvenile detention services:
 - Screening and assessments in the juvenile halls;
 - Safety and security in the juvenile halls; and
 - Population management in the juvenile halls.
- **Camp Redesign Program** – Probation will eventually use 21 performance indicators reflected to measure and track the following aspects of Camp Redesign:
 - Youth screening and assessment for risks and criminogenic needs, educational assessments, mental health and substance abuse assessments;
 - Camp assignment, orientation, and internal classification;
 - Timely completion of initial case plans, LARRC reassessments, and case plan updates for aftercare and transition back to the community; and
 - EBP small group interventions and mental health services.
- **Juvenile Placement Program** – Probation will eventually use 14 performance indicators to measure and track the effectiveness of juvenile placement services:
 - Suitable placement;
 - Dorothy Kirby Center; and
 - Placement to community transition services.
- **Juvenile Field and Special Services Programs** – Probation will eventually use 23 performance indicators to measure and track juvenile field and juvenile special services:
 - Timeliness of juvenile investigation and supervision services;
 - Effectiveness of camp-to-community transition and aftercare services;
 - Effectiveness of Juveniles Justice Crime Prevention Act (JJCPA) program services (in addition to reporting on the "big six" outcomes required by State regulations);

- Effectiveness of Functional Family Therapy (FFT) program services;
 - Effectiveness of Multisystemic Therapy (MST) program services; and
 - Effectiveness of Full Service Partnership (FSP) and Wraparound program services.
- **Adult Field Services Program** – Probation will eventually use 20 performance indicators to measure and track the effectiveness of adult field services:
 - Timeliness in completing investigation, assessment, and case planning services;
 - Timeliness in completing intake services;
 - Success of pre-trial release services;
 - Effectiveness of adult supervision services; and
 - Registration of certain adult offenders.

III. DIGITAL DASHBOARD REPORTING SYSTEM IMPLEMENTATION

Probation is currently implementing a Digital Dashboard Reporting System that will be used to report the above juvenile and adult probation outcomes and performance indicators, *Performance Counts!* and other information to your Board, this Office, and other external stakeholders. The Dashboard system will also be utilized to track managerial performance in comparison to Management Appraisal and Performance Plan (MAPP) goals within the Department. A Dashboard system glossary is provided in Attachment A for your reference.

Exhibit A summarizes how the Dashboard Reporting System can “drill down” and filter probation outcome data from the perspectives of various **external** stakeholders

- **Service planning areas (SPAs)**
- **Other geographical areas** – Board of Supervisors District, Juvenile Justice Crime, Prevention Act cluster which is very similar to your Board’s Supervisorial Districts, California Senate, Assembly, or Congressional Districts.
- **Demographic characteristics** – Age, gender, and ethnicity of probationers.

Exhibit B summarizes how the Dashboard Reporting System can “drill down” and filter performance indicator data from the perspectives of various **internal** stakeholders. The system can also be utilized to “drill down” juvenile or adult probation performance indicator data from the Department level all the way to the “caseworker” level, such as a Detention Services Officer (DSO) in the juvenile halls or a Deputy Probation Officer (DPO) in the juvenile camps, the juvenile and adult field offices, and the juvenile and adult day reporting centers (pilot centers under development).

Probation Outcomes and Performance Indicators – Reporting Hierarchies

Exhibit A

External Hierarchy for Reporting Outcomes

Sort Criteria	Description
(1) Hierarchy	Juvenile versus Adult
Level 1	Assessment (LARRC vs. LS/CMI)
Level 2 (Juvenile)	LARRC risk category for juveniles (low, medium, high, and extremely high)
Level 2 (Adult)	Adult Screening Tool or LS/CMI risk category (low, medium, and high)
(2) Hierarchy	Service Planning Area 1-8 (correlated by zip code)
(3) Hierarchy	Supervisory District / JJCPA Cluster 1-5 (correlated by zip code)
(4) Hierarchy	Congressional / Legislative Districts Congressional District (correlated by zip code) Senate District (correlated by zip code) Assembly District (correlated by zip code)
(5) Hierarchy	Demographic breakdown (age, gender, or ethnicity) for any of the above levels

Exhibit B

Internal Hierarchy for Reporting Performance Indicators

Sort Criteria	Category	Description
(1) Hierarchy	Department	Summarizes performance for the entire Probation Department
(2) Hierarchy	Division	Breaks down performance by the 3 Deputy Directors and ASB Admin. Dep.
(3) Hierarchy	Bureau	Breaks down performance into 6 operating bureaus
(4) Hierarchy	Region	Breaks down performance by juvenile hall or camp region
(5) Hierarchy	Area	Breaks down performance by juvenile or adult area office, camp, program, juvenile hall division
(6) Hierarchy	Caseload Type / Unit	Breaks down performance by juvenile hall unit or juvenile camp caseload type or field caseload type
(7) Hierarchy	SDPO / Shift	Breaks down performance by juvenile hall shift or camp/field supervisor
(8) Hierarchy	DPO, DSO, or GSN	Breaks down performance by juvenile hall DSO/SDSO/GSN or camp/field DPO/GSN

The purpose of the Digital Dashboard Reporting System is to allow:

- Users to quickly select the category of probation outcomes in which they are interested.
- Users to establish their personal home pages of probation outcomes, so they will appear whenever the users log on to the Dashboard Reporting System.
- Users to toggle between juvenile and adult probation outcomes.
- Recidivism to be presented on a cumulative basis; however, it can also be presented on the basis of the six-month period in which the recidivism occurs.

The Probation Department demonstrated its Digital Dashboard Reporting System to the Justice Deputies and other Board Deputies on January 26, 2009.

Digital Dashboard Reporting System Implementation Schedule

Probation is planning to phase in the Digital Dashboard Reporting System over the next 15 months as indicated below.

Timetable	Digital Dashboard Implementation	Dependencies
February 2009	Begin reporting juvenile and adult recidivism and public safety outcomes	
April 2009	Begin reporting of other 6 juvenile and adult outcomes	PCMS implementation; educational reform (electronic data exchange, or EDE)
July 2009	Begin reporting of adult performance indicators	
October 2009	Begin reporting of juvenile detention, placement, and field performance indicators	
October 2009	Begin reporting of Camp Redesign performance indicators	RTSB and QASB data collection; PCMS enhancements
October 2009	Begin tracking and reporting of MAPP goals	
January 2010	Complete review/assessment of the Digital Dashboard reporting of initial 10 outcomes and 113 performance indicators indicated in this second semi-annual report; develop 18-month plan to refine/enhance the system	

Probation has made significant progress in identifying key outcomes and performance indicators as a result of working with its partners to ensure services provided to youth under their care and custody are aligned to achieve expected outcomes, and developing the Digital Dashboard Reporting System. The Chief Executive Office has reviewed this report.

Each Supervisor
March 24, 2009
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If you have any questions or require additional information, please contact David M. Davies, Chief Deputy, Probation, at (562) 940-2511.

RBT:dn

Attachment

c: Honorable Michael Nash, Presiding Judge, Juvenile Court
William T Fujioka, Chief Executive Officer
Sachi A. Hamai, Executive Officer, Board of Supervisors
Wendy L. Watanabe, Auditor-Controller
Dr. Bruce Chernof, Director, Department of Health Services
Dr. Marvin Southard, Director, Department of Mental Health
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education

PROBATION DEPARTMENT DASHBOARD REPORTING SYSTEM GLOSSARY

- **Digital Dashboard Reporting System:** an executive information system that will provide Probation Department management and supervisors with outcomes and performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices on a monthly and ad hoc basis.
- **Probation outcomes:** benefits or changes for juvenile and adult offenders resulting from their education and treatment while they are under the supervision and care of the Probation Department.
- **Primary outcome:** reduction of recidivism among youth ordered to juvenile halls, camp, suitable placement, or home on probation. Recidivism is typically measured 12-24 months after youth have been released from probation, in general, and custody, in particular.
 - **Recidivism – arrest:** this outcome measures the rate at which both juvenile and adult offenders are arrested for a new crime within 6, 12, 18, and 24 months after the completion of their probation.
 - **Recidivism – sustained 602 petition:** this outcome measures the rate at which allegations against juveniles are found to be true for a crime committed within 6, 12, 18, and 24 months after the completion of their probation.
 - **Recidivism – subsequent conviction:** this outcome measures the rate at which adult offenders are convicted of new crimes within 6, 12, 18, and 24 months after the completion of their probation.
- **Intermediate outcomes:** outcomes used to measure the progress (or lack of progress) in the reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while youth are in juvenile halls and camps or at home or in placement in the community.
 - **Public safety – arrest:** this outcome measures the rate at which both juvenile and adult offenders are arrested for a new crime while on probation.
 - **Public safety – sustained 602 petition:** this outcome measures the rate at which allegations against juveniles are found to be true for a crime committed while on probation.
 - **Public safety – subsequent conviction:** this outcome measures the rate at which adult offenders are convicted of new crimes while on probation.
 - **Public safety – sustained 777 WIC violation:** this outcome measures the rate at which both juvenile and adult offenders are found to have committed a technical violation while on probation.

- **Restitution:** this outcome measures the extent to which juvenile and adult offenders complete their court-ordered restitution within the terms of their probation grants.
- **Community service:** this outcome measures the extent to which juvenile and adult offenders complete their court-ordered community services within the terms of their probation grants.
- **Drug testing:** this outcome measures the extent to which juvenile and adult offenders that are ordered to submit to drug testing then test positive for use of drugs after being on probation for 180 days or more.
- **High school diploma:** this outcome measures the rate at which juveniles and emerging adults that are eligible to graduate from high school pass the California High School Exit Examination and obtain their diplomas, by the completion of their probation.
- **GED certificate:** this outcome measures the rate at which eligible juveniles and emerging adults seek and obtain their General Education Development (GED) certificates by the completion of their probation.
- **Career technical education (CTE):** this outcome measures the rate at which eligible juveniles and emerging adults successfully enroll in CTE or vocational education programs by the completion of their probation.
- **College preparation:** this outcome measures the rate at which eligible juveniles and emerging adults successfully enroll in 2-year or 4-year colleges by the completion of their probation.
- **Employment:** this outcome measures the rate at which eligible juveniles and emerging adults were employed at the time they completed their probation grants.
- **Management Appraisal and Performance Plan (MAPP):** a framework established by the Los Angeles County Chief Executive Officer for (a) aligning the goals of agency management with the strategic goals of the County and (b) measuring accomplishment of management goals for the purpose of determining incentive compensation.
- **Performance indicators:** program-related metrics used to measure, track and report the extent to which an organization is achieving a desired objective or level of performance (e.g., implementing EBP strategies, training probation staff, and assessing the fidelity of EBP interventions and services).
- **Performance Counts!:** a framework established by the Los Angeles County Chief Executive Officer for measuring the results of services delivered by County agencies.
- **Strategies:** EBP and other interventions and services designed in accordance with EBP principles and targeting criteria established by the National Institute of Corrections (NIC).



ROBERT B. TAYLOR
Chief Probation Officer

COUNTY OF LOS ANGELES PROBATION DEPARTMENT

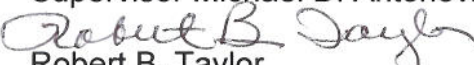
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(562) 940-2501



November 25, 2009

TO: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM: 
Robert B. Taylor
Chief Probation Officer

SUBJECT: **JUVENILE JUSTICE SYSTEM: FOURTH SEMI-ANNUAL REPORT ON
KEY PROBATION OUTCOMES, STRATEGIES, AND PERFORMANCE
INDICATORS**

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Officer to work with the Chief Probation Officer to:

- 1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
- 2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and
- 3) Provide a report within 30 days with semi-annual progress reports thereafter.

On March 28, 2008, October 7, 2008, and March 24, 2009, we provided your Board with the first three semi-annual reports on juvenile and adult probation outcomes and performance indicators. This is our fourth semi-annual report that provides an update on the status of our outcomes, indicators, and Digital Dashboard Reporting System (DDRS) development.

OVERVIEW

During the past six months, we continued to work on our Probation Case Management System (PCMS) and DDRS, two key systems that, together with the existing Adult Probation System, will support reporting of juvenile and adult offender outcomes and performance indicators.

We have been working on revising our outcomes and performance indicators and refining the design of our DDRS to ensure that we are collecting the appropriate and necessary data as our indicators need to be consistent with the focus of our strategic plan and our DDRS.

FOURTH SEMI-ANNUAL PROGRESS REPORT OVERVIEW

Since our last report, we have implemented our PCMS in April 2009. In addition, we are currently redesigning our DDRS that will be used to monitor our outcomes and indicators. The DDRS is being redesigned to support the implementation of the strategic plan via a data-driven quality feedback system. Our DDRS will enable us to have the ability to evaluate, on a real-time basis, our outcomes and indicators.

In addition, as you may be aware, we have invested significant time and resources in the development of our Department's Strategic Plan that was released on August 17, 2009. As a result of the elements and focus of our Strategic Plan, it has become necessary to revise essentially a substantial amount of the information that was included in our last semi-annual report to your Board on juvenile justice outcomes and indicators not only to ensure consistency with our Plan's 15 strategic actions, yet to also ascertain data sources are available to support many of the initially designated outcomes. Upon further review, we recently determined that data sources were not available to support many initially identified outcomes.

Based on the above, our outcomes and indicators are all being reevaluated and redefined to reflect the requirements of our Strategic Plan. As such, we are working on defining specific indicators that will be used to monitor the implementation for each strategic action item. We intend to conduct ProbStat, accountability meetings, at our executive and bureau levels to review the DDRS reports to help drive the continuous implementation of our strategic action items.

At the September 2, 2009 Cluster Agenda Review meeting, we provided the Chief Executive Office and Board Justice Deputies an overview of our Strategic Plan that included highlights of our DDRS and key outcomes and performance indicators.

Accordingly, we are incorporating input received into our revisions to address the concerns raised, which included the following:

- At the request of the Justice Deputies our Department has redefined "recidivism" as follows: Number and percentage of juveniles and adults with a new arrest; number and percentage of juveniles with a new sustained petition or number and percentage of adults with a new conviction.
- Arrests, sustained petitions and convictions will be evaluated and reported in six month increments beginning at the start of probation through two years after probation termination.

We held a Managers' meeting on September 30, 2009 where the focus was the unveiling of our Strategic Plan which generated proposed indicators that are currently under review and require a thorough review by our Bureaus' subject matter experts prior to the indicators and outcomes being finalized by our Executive Management.

On November 25, 2009, members of the Executive Staff and some senior members of the Department visited LAPD's Compstat room and received an overview on the operation of Compstat. The purpose of the visit was to assist in our design of accountability systems for our strategic plan and specific outcome measures.

Our Executive Leadership Team is scheduled to meet on December 21, 2009 to discuss implementation of our Strategic Plan in detail. We will continue to work on our DDRS and will inform the CEO and your Board staff of our progress.

If you have any questions or require additional information, please contact Jitahadi Imara, Deputy Director, Juvenile Institutions Services, Probation, who has been designated to oversee our Department's operations, at (562) 940-2560.

RBT:dn

c: Honorable Michael Nash, Presiding Judge, Juvenile Court
William T Fujioka, Chief Executive Officer
Sachi A. Hamai, Executive Officer, Board of Supervisors
Wendy L. Watanabe, Auditor-Controller
Dr. John Schunhoff, Interim Director, Department of Health Services
Dr. Marvin Southard, Director, Department of Mental Health
Darline P. Robles, Ph.D., Superintendent, Los Angeles County Office of Education